



Prologue to the Sound and Color Motion Picture

# THE PRESIDENT REPORTS

1953

HAWAIIAN SUGAR PLANTERS' ASSOCIATION



## THE HAWAIIAN SUGAR INDUSTRY

The Hawaiian sugar industry comprises 28 separate plantations located on the four major islands of the Territory. They produce about one-fourth of all the sugar grown under the U. S. flag. These plantations jointly own the California and Hawaiian Sugar Refining Corporation, which is the refining and marketing unit for all Hawaiian sugar and molasses. C&H operates two refineries. A large refinery located at Crockett, California, north of San Francisco, meets the needs of sugar users in 25 states of the Union and Alaska. A smaller refinery is located at Aiea, near Honolulu, and supplies the Islands.

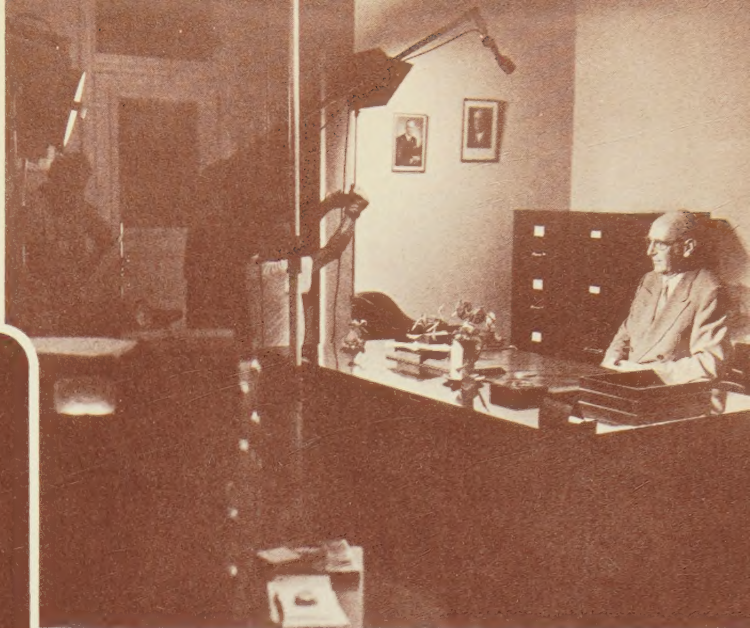
The Hawaiian Sugar Planters' Association is a non-profit organization maintained by the plantations for research and development of sugar in Hawaii. Activities of the association extend from the Philippines, where an agency office provides assistance to traveling and retired Filipino employees; the island of Fiji where a co-operative research project is carried on with the Colonial Sugar Refining Company of Australia; and to Washington, D. C., where a permanent office is maintained. One of the major functions of the HSPA is the operation of a wholly industry-financed sugar agriculture and technology research organization. This is one of the foremost privately-owned research institutions in the world and operates on a budget exceeding \$1,500,000 annually. The institution also aids in the development of agriculture in general for Hawaii and has made many contributions in fields other than sugar. Research in the field of chemical weed control by the HSPA has attracted international attention and formulations developed have been used in many areas of the world.



ON THE COVER . . . The cover drawing is an impression of an HSPA experimental-type cane cutter for irrigated fields by Raymond E. Lanterman, Honolulu artist. This cutter—only shears the cane just above ground level and pushes it to both sides of the row. Larger-type cutters pick up the cane after cutting and discharge at intervals into windrows. A number of the larger cutters are in plantation operation.



# THE PRESIDENT *Reports*



*THE REPORT OF THE PRESIDENT*, HSPA, is presented this year in the form of a sound and color motion picture\* which provides highlights of the year's activities. Following is the prologue which Mr. Russell presents personally in the film.

## TO THE COMMUNITY AND OUR MEMBERS:

We are beginning the 74th year of the Hawaiian Sugar Planters' Association and its predecessor organization.

For nearly three-quarters of a century the consistent objective has been the advancement of the sugar industry and Hawaiian agriculture in general.

It is significant that in the first year of the association's effort the Hawaiian plantations produced a little less than 32,000 tons of raw sugar. Today, that is slightly more than one good week's production. This year we estimate our production at well over a million tons—the highest in our history.

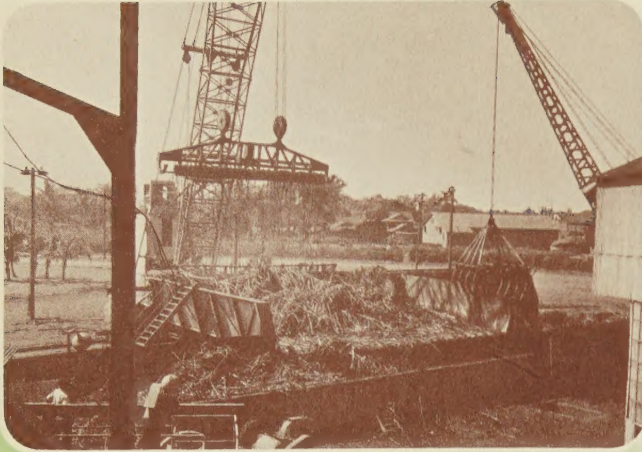
Recently, I re-read my first report to you as President of the Association, written 20 years ago. Production that year was the high mark for our plantations, until this

year. What seems particularly significant to me is that the varieties of sugar cane which produced the record crop in 1933 are seldom found on our plantations today. Old cane varieties lose their vitality over the years. Fortunately, our scientists at the HSPA Experiment Station have provided us with a steady flow of new and improved varieties. These are constantly better and more productive canes, especially suited for the differing conditions on our plantations.

It is especially notable that this year's excellent crop was harvested from about 25 percent fewer acres than the 1933 crop. This achievement was made possible by costly research, a tremendous increase in the investment of plant and machinery, skillful application of science to all as-

\* The film is available for your showing. Address the Hawaiian Sugar Planters' Association, Honolulu 4, T. H., or 731 Investment Building, Washington 5, D. C., or California & Hawaiian Sugar Refining Corporation, 215 Market Street, San Francisco 5, California.





pects of our sugar farming, and favorable weather. Lack of rainfall in some sections, however, will affect the 1954 and 1955 crops.

Our industry, over the years, has faced crises and trying times, but I think a basic reason for its success in overcoming obstacles and moving forward to contribute to steady improvement in living for the people of Hawaii, has been the vision of our predecessors who inaugurated a program of intensive, scientific, agricultural research. We have held consistently to this policy, and I am confident that it is the soundest investment we can make.

If we add the sub-stations and individual plantation research, our investment in scientific work probably exceeds 3 million dollars per year, or about \$3 per ton of sugar produced. We would not be the major sugar producers we are today had we, or our forebears, wavered from this policy.

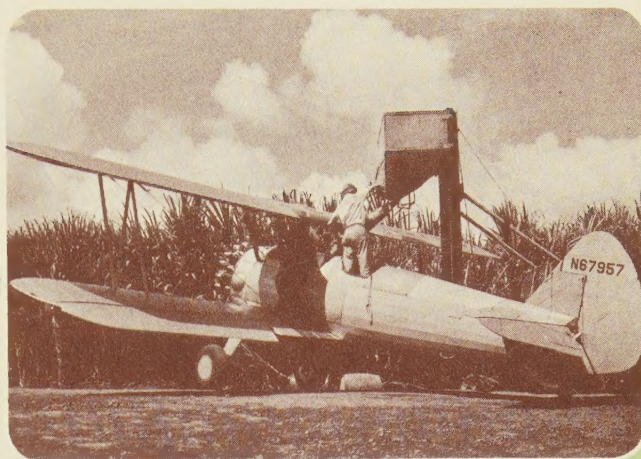
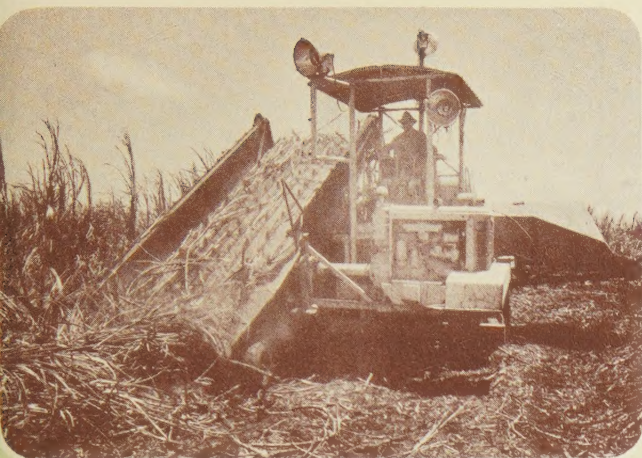
In a few years, we hope that through the valuable work directed by our By-Products

Committee of the Experiment Station, we will be marketing additional products of sugar cane. Now our bagasse by-product is chiefly used for fuel. Our more than a quarter-million tons of molasses are sold largely for cattle feed and the production of industrial alcohol.

But while the prospects of development in the by-product area seem hopeful today, I think it is important to bear in mind that we cannot have a by-product without a product. Therefore, nothing should be allowed to interfere with the work of the geneticists who develop our canes; the entomologists who control insect pests; the pathologists who keep our canes free from disease; the agriculturists, the engineers, and other scientists who bring us the most modern sugar farming practices. We cannot waver from our aggressive pursuance of the science of our basic production.

In all our thinking and planning we are mindful of far-reaching responsibilities to our customers, our employees, our stock-





holders, and to all of our friends and neighbors in Hawaii who are dependent directly or indirectly upon the success of this, the major industry of the Islands. We can take considerable satisfaction in our success in achieving exceptional productivity under the difficult high-cost conditions that have developed in recent years. Some of our plantations this year will produce an average of over 15 tons of sugar per acre.

Through our C&H refinery we are supplying superior quality cane sugar to our customers in highly competitive markets of the 25 Western states. This high level of productivity is the key to our ability to maintain higher year-round agricultural wages for our employees than in practically any other area of the world. Our hourly-rated employees will this year average well over \$10 per day.

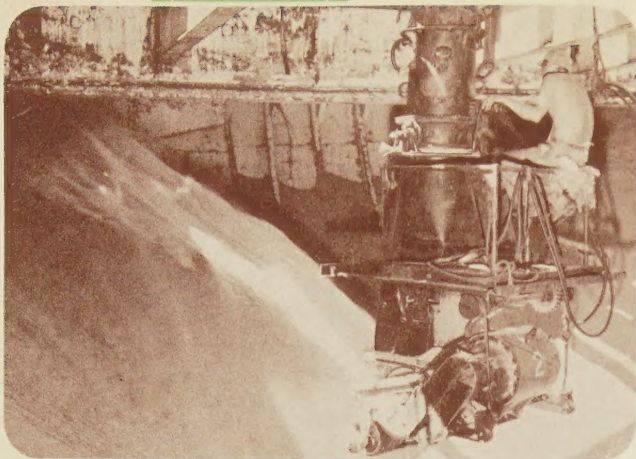
Meanwhile, I wish I could report that our shareholders — more than 14,000 — who have financed the industry, had fared as well. Over the years the owners of the plantations have had the vision to support

a program of reinvestment of much of the earnings into the business rather than putting these earnings to their personal use, because they believed this would provide the best chance of technological development, essential to high productivity. Only through high productivity could our industry hope to meet competition from other areas and maintain high wage levels. Some of our companies have had to borrow heavily against future earnings.

It is essential in the years ahead for our industry to achieve a more satisfactory level of earnings if risk capital is to be attracted to these Islands, to permit continued progress in fields such as the successful manufacture of by-products of sugar cane. Our comparatively low earnings on investment have made our industry less attractive to capital than mainland industry and Hawaii has been experiencing an outflow of investment. For the general welfare of the Islands, this trend must be reversed.

Our preliminary estimates indicate that the net returns per ton of sugar and mo-





lasses this year will show little change from last year. Meanwhile, the sugar market is becoming increasingly competitive due to use of synthetic sweeteners, large world production and other factors. We face many problems ahead, the solution of which will require the greatest possible development of science and technology and more intensive selling of our basic product.

I want to pay tribute to the invaluable work performed for us by our Washington representative, Mr. Ernest W. Greene, and the other members of that excellent staff.

I also want to thank our various committees, especially the Experiment Station Committee, the Industrial Relations Committee, the Public Relations Committee, and the several others who have worked so diligently in our interests.

The operations of our association are necessarily far-flung and varied. To give you highlights of our activities, my associates have prevailed upon me to change our usual form of report. I believe a sound and color motion picture can tell you the story better than I can.

As I complete this, my last year, as President of your association, I sincerely feel we have well-served Hawaii and all the United States through the trying days of war and the brighter days of peace. My Aloha to our members, friends and neighbors.

*John E. Russell*

J. E. RUSSELL



## OFFICERS

|                            |                  |
|----------------------------|------------------|
| President . . .            | J. E. Russell    |
| 1st Vice President . . .   | R. G. Bell       |
| 2nd Vice President . . .   | A. S. Davis      |
| Vice President . . .       | Ernest W. Greene |
| Asst. Vice President . . . | Slator M. Miller |
| Secretary . . .            | Robert R. Trent  |
| Treasurer . . .            | T. M. Brown      |
| Asst. Secretary . . .      | S. L. Platt      |
| Asst. Treasurer . . .      | W. Pflueger      |

YEAR 1952-1953

## THE EXECUTIVE COMMITTEE

|               |
|---------------|
| J. E. Russell |
| R. G. Bell    |
| A. S. Davis   |
| G. W. Sumner  |
| A. G. Budge   |

STANDING COMMITTEES  
as of November 1953

## ACCOUNTING COMMITTEE

|                          |
|--------------------------|
| R. G. A. Crowe, Chairman |
| Reynolds Burkland        |
| Howard Hubbard           |
| F. A. Schaefer III       |
| M. A. Pietschman         |

## EXPERIMENT STATION COMMITTEE

|                      |
|----------------------|
| W. M. Bush, Chairman |
| J. D. Brown          |
| W. W. G. Moir        |
| R. A. Cooke Jr.      |
| F. W. Broadbent      |

TECHNICAL ADVISORY COMMITTEE  
ON AGRICULTURAL ENGINEERING

|                               |
|-------------------------------|
| Malcolm MacNaughton, Chairman |
| A. J. Hebert                  |
| J. D. Brown                   |
| L. A. McDonell                |
| C. H. Ahlf                    |

## INSURANCE COMMITTEE

|                         |
|-------------------------|
| Roger Pierson, Chairman |
| Wade Sheehan            |
| K. F. Gillis            |
| A. J. Wriston           |
| P. G. Lemke             |

TECHNICAL ADVISORY COMMITTEE  
ON BY-PRODUCTS

|                          |
|--------------------------|
| F. Simpich Jr., Chairman |
| W. W. G. Moir            |
| F. A. Schaefer III       |
| A. J. Hebert             |
| W. Kenda                 |

TECHNICAL ADVISORY COMMITTEE  
ON FACTORY ENGINEERING

|                        |
|------------------------|
| A. J. Hebert, Chairman |
| S. T. Hoyt             |
| R. G. Watt             |
| F. A. Schaefer III     |
| W. Kenda               |

## INDUSTRIAL RELATIONS COMMITTEE

|                            |
|----------------------------|
| R. A. Van Orsdel, Chairman |
| H. C. Babbitt              |
| J. D. Brown                |
| R. L. Moore                |
| John Murphy                |

## PLANTERS' COMMITTEE

|                              |
|------------------------------|
| F. A. Schaefer III, Chairman |
| H. C. Babbitt                |
| H. M. Richards               |
| V. Spackman                  |

## TAX COMMITTEE

|                     |
|---------------------|
| T. Bowman, Chairman |
| Alan V. Stewart     |
| L. J. Houghton      |
| E. F. Major         |
| R. G. A. Crowe      |

## PUBLIC RELATIONS COMMITTEE

|                           |
|---------------------------|
| William Norwood, Chairman |
| Bayard H. Dillingham      |
| R. A. Cooke Jr.           |
| J. S. Coonley             |
| C. H. Holt                |

## SHIPPING &amp; RECORDS COMMITTEE

|                            |
|----------------------------|
| J. J. G. Webster, Chairman |
| R. G. Burkland             |
| A. L. Castle               |
| H. Hubbard                 |
| F. A. Schaefer III         |
| Vern R. Spackman           |

## SUGAR &amp; MOLASSES COMMITTEE

|                        |
|------------------------|
| A. J. Hebert, Chairman |
| R. G. Watt             |
| F. A. Schaefer III     |
| Simes T. Hoyt          |
| J. J. G. Webster       |

## MATERIALS ALLOCATION COMMITTEE

|                        |
|------------------------|
| Emory Bronte, Chairman |
| Malcolm MacNaughton    |
| S. S. Steinhauser      |
| Loo Sau                |
| F. A. Schaefer III     |

## PLANTATIONS AND THEIR MANAGERS

## ISLAND OF HAWAII

|                                 |
|---------------------------------|
| HAKALAU PLANTATION COMPANY      |
| <i>Alex T. Hossack</i>          |
| HAMAKUA MILL COMPANY            |
| <i>W. F. Robertson</i>          |
| HAWAIIAN AGRICULTURAL CO.       |
| <i>John F. Ramsay</i>           |
| HILO SUGAR PLANTATION CO.       |
| <i>L. S. McLane</i>             |
| HONOKAA SUGAR COMPANY           |
| <i>L. W. Wisbard</i>            |
| HUTCHINSON SUGAR PLANTATION CO. |
| <i>James Beatty</i>             |

|                                  |
|----------------------------------|
| KAIWIKI SUGAR COMPANY, LTD.      |
| <i>David E. Larsen</i>           |
| KOHALA SUGAR COMPANY             |
| <i>Harry J. W. Taylor</i>        |
| LAUPAHOEHOE SUGAR COMPANY        |
| <i>Andrew Walker</i>             |
| OLAA SUGAR COMPANY, LIMITED      |
| <i>C. E. S. Burns Jr.</i>        |
| ONOMEA SUGAR COMPANY             |
| <i>Martin J. Black</i>           |
| PAAUHAU SUGAR PLANTATION COMPANY |
| <i>I. N. Campbell</i>            |
| PEPEEKEO SUGAR COMPANY           |
| <i>A. D. Ednie</i>               |

## ISLAND OF KAUAI

|                              |
|------------------------------|
| GAY & ROBINSON               |
| <i>Sinclair Robinson</i>     |
| GROVE FARM COMPANY, LTD.     |
| <i>William Moragne</i>       |
| KEKAHA SUGAR COMPANY, LTD.   |
| <i>L. A. Faye</i>            |
| KILAUEA SUGAR PLANTATION CO. |
| <i>Paul Tate</i>             |

|                                |
|--------------------------------|
| THE LIHUE PLANTATION CO., LTD. |
| <i>Keith B. Tester</i>         |
| MCBRYDE SUGAR COMPANY, LTD.    |
| <i>John Sandison</i>           |
| OLOKELE SUGAR COMPANY, LTD.    |
| <i>J. C. Carter</i>            |
| WAIMEA SUGAR MILL CO., LTD.    |
| <i>A. E. Faye</i>              |

## ISLAND OF OAHU

|                                |
|--------------------------------|
| EWA PLANTATION COMPANY         |
| <i>J. N. Orrick</i>            |
| KAHUKU PLANTATION COMPANY      |
| <i>Edward B. Holroyde</i>      |
| OAHU SUGAR COMPANY, LTD.       |
| <i>Hans L'Orange</i>           |
| WAIALUA AGRICULTURAL CO., LTD. |
| <i>John W. Anderson</i>        |

## ISLAND OF MAUI

|                                       |
|---------------------------------------|
| HAWAIIAN COMMERCIAL & SUGAR CO., LTD. |
| <i>Asa F. Baldwin</i>                 |
| PIONEER MILL COMPANY, LTD.            |
| <i>Karl H. Berg</i>                   |
| WAILUKU SUGAR COMPANY                 |
| <i>Donald J. Martin</i>               |

